DOCUMENT RESUME

ED 439 757 JC 000 273

TITLE	San Jose/Evergreen Community College District: Governing Board's Strategic Master Plan.
INSTITUTION	San Jose/Evergreen Community Coll. District, San Jose, CA.
PUB DATE	1997-00-00
NOTE	29p.; For the Information System Technology Planning report, see JC 000 272.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Access to Education; *Community Colleges; Community Development; Educational Opportunities; Educational Planning; *Educational Policy; Institutional Mission; *Long Range Planning; *Master Plans; *Organizational Objectives; Policy Formation; Strategic Planning; Two Year Colleges; Vocational Education
IDENTIFIERS	*San Jose Evergreen Community College District CA

ABSTRACT

This report presents San Jose/Evergreen Community College District Governing Board's Strategic Master Plan. This report summarizes the district's mission statement, goal statements, and board priorities. The San Jose/Evergreen Community College District is committed to providing open access and opportunity for success to its multi-ethnic community, which has diverse needs, interests, and abilities. By offering clearly defined avenues for successful completion of a quality academic transfer, or vocational education, the District is responsive to the community's present and future needs that lead to enrichment and improved quality of life. The Governing Board has adopted the following six broad goal statements: (1) quality/excellence in education; (2) equity in student access and success; (3) development of human resources; (4) efficiency; (5) equity in employment; and (6) fiscal stability. This report provides detailed narratives of the six goals and objectives, and looks at each of their assumptions and trends. Further the Governing Board has established a set of short-term board priorities within these six goals. Current board priorities are: (1) new technologies; (2) retention; (3) transfer; (4) recruitment of underrepresented students, faculty, and staff; (5) strategic planning; (6) ADA cap management; and (7) staff diversity. (VWC)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 439 757

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

T. Konegis

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

San Jose/Evergreen Community College District Governing Board's Strategic Master Plan

4750 San Felipe Road
San José, California 95135-1599
Phone: 408 274-6700

TC000273

BEST COPY AVAILABLE

Letter from the Chancellor

For nearly three-quarters of a century, successive trustees of San Jose/Evergreen Community College District (as it is now called) have espoused a vision of providing quality education to all area residents. This basic credo of serving the public in the broadest possible sense -- and doing it better -- has always served the community well.

However, the achievement of any credo requires total commitment and a means to make it a reality. By 1990, the growth of the District prompted the Governing Board to initiate comprehensive, long-range planning in order to fulfill its mission to the community. The Governing Board reviewed its mission statement, reaffirmed six broad goals, and established priorities for action. By spring 1992, the Governing Board has adopted a model for long-range strategic planning.

Over recent months, faculty, staff and administrators at San Jose City College, Evergreen Valley College and the District Office, mounted research, analyzed data, sought input from the campuses and the community and developed a strategic direction for the District. This major effort, led by Dr. Jon Kangas, Dr. Martha Kanter and Dr. Kenneth Fawson, has produced a road map to take this District through the exciting years ahead on the eve of the 21st century.

By anticipating changes in society and in education, and planning for them now, San Jose City College and Evergreen Valley College stand poised to enter full partnership with business and industry of Silicon Valley and Santa Clara County to ensure the vitality of our area. And we continue to pledge our total effort to fulfilling the educational needs and goals of all our wonderfully diverse community members.

This plan will -- and should -- change many times, as the District adapts to a changing environment. But, now we have a plan which puts us on the right track with a definite sense of direction. Our next step will be to implement the plan thereby achieving our goals and more effectively serving our community.

Ronald A. Kong
Chancellor

GOVERNING BOARD'S STRATEGIC MASTER PLAN

SAN JOSE CITY COLLEGE and EVERGREEN VALLEY COLLEGE
March 1993

Citizens of San Jose and Milpitas have enjoyed quality educational programs and services from San Jose City College since 1921 and, since 1975, from Evergreen Valley College as well. Together, along with support from the central District Office, the two colleges comprise the San Jose/Evergreen Community College District.

Currently, San Jose City College and Evergreen Valley College each serve about 11,000 day and evening students enrolled in 2,000 courses between the two campuses.

Consistent with the California Master Plan for Higher Education, both colleges provide programs in transfer and occupational education, basic skills, English as a Second Language (ESL), business, and community education. By providing a strong core of general education courses and majors, the colleges are dedicated to facilitating transfer for all students pursuing a baccalaureate degree. Students pursuing technical, occupational, and pre-professional degrees find vocational courses designed to meet the changing needs of business and industry in Silicon Valley/Santa Clara County and throughout California. For students underprepared for college, SJCC and EVC offer carefully designed sequences of basic skills and ESL courses to increase students' academic skills to college level. Special programs insure student retention, persistence, and educational goal attainment.

Students attending San Jose City College and Evergreen Valley College comprise an ethnically diverse student body reflecting the multicultural population of the College District they serve. Enrollment by ethnicity compared to the overall adult population of the District is as follows:

Ethnic Group	Percent of Student Population	Percent of Adult Population*
Asian	36	21
Black	7	5
Hispanic	23	27
White	26	47
Other	9	1

*Source: U.S. Census, 1990

In fall 1992, 59% of San Jose City College students identified themselves as members of an ethnic or racial minority group. Nearly 73% of Evergreen Valley College students claimed ethnic minority status.

Despite expected fiscal uncertainty, public and legislative demands to improve the quality, rigor and accountability of our instructional programs will continue. Community colleges will be expected to justify their budgets and will face added accountability requirements under AB 1725. The District should and must monitor and influence implementation of the California Master Plan for Higher Education and continue a cooperative working relationship with the Board of Governors and the Chancellor's Office.

MISSION STATEMENT

The Governing Board of the San Jose/Evergreen Community College District has adopted the following Mission Statement:

The San Jose/Evergreen Community College District is committed to providing open access and opportunity for success to our multi-ethnic community which has diverse needs, interests and abilities. By offering clearly defined avenues for successful completion of a quality academic transfer, or vocational education, the District is responsive to the community's present and future needs which lead to enrichment and improved quality of life.

GOAL STATEMENTS

In order to operationalize the Mission Statement, the Governing Board also has adopted six broad Goal Statements:

1. Quality/Excellence in Education
2. Equity in Student Access and Success
3. Development of Human Resources
4. Efficiency
5. Equity in Employment
6. Fiscal Stability

BOARD PRIORITIES

Further, the Governing Board has established a set of short-term Board Priorities within these goals. Current Board Priorities are:

a. New Technologies
b. Retention
c. Transfer
d. Recruitment of Underrepresented
e. Strategic Planning
f. ADA Cap Management
g. Staff Diversity

Thus, in fall 1992, programs and departments at San Jose City College, Evergreen Valley College and the District Office were challenged to prepare strategic plans based upon the Mission Statement and Board-identified Goals and Priorities. These plans have incorporated research data, trends and assumptions and represent the collective thought and effort of faculty and staff throughout the District. Individual plans were collected into College-wide documents which then were synthesized into a comprehensive, District-wide strategic planning document and presented to the Governing Board for approval.

GOALS and OBJECTIVES

GOAL 1. The San Jose/Evergreen Community College District will provide its community with quality educational opportunities. This excellence in education will be based upon:

a sound philosophy of general education,

ongoing institutional and community needs assessment,

commitment to student mastery of established high standards,

comprehensive transfer, vocational, community service, developmental and personal interest curricula,

transfer programs designed to equal or exceed achievement of native students at four-year institutions, and

assessment, support services and special programs designed to maximize student success.

Assumptions and Trends

There will be continued demands for high quality in all transfer and occupational programs and courses, requiring innovative instruction and intervention strategies.

Active teaching must emphasize student inquiry rather than passive reception of information.

There will be increased need for outcomes assessment.

There will be need for greater institutional evaluation and accountability.

The District will need to have a comprehensive program to serve traditional students, non-traditional students, the community, industry and business.

More employers will provide post-secondary education. There will be increased joint ventures with the private sector, along with increased demands by employers for District programs.

Technology will continue to evolve, challenging programs to keep up.

Programs and services for non-traditional, disadvantaged and ethnic minority students will be needed, particularly for groups with historically-higher attrition rates. Most new disadvantaged students will enter English and mathematics courses below transfer level.

San Jose City College Objectives for Goal 1: Quality/Excellence in Education

Increase student retention in college classes by developing and implementing appropriate strategies and procedures to help students stay in college and attain their educational goals. Essential to this goal is the College's continuing effort to infuse the curriculum with multicultural teaching and learning strategies designed for student success.

Define and implement a comprehensive, balanced curriculum and enrollment management procedures to insure institutional effectiveness and efficiency in order to meet the College's mission and stated goals in scheduling, staffing, planning and budgeting.

Develop an integrated, systematic program review process for instruction and student services, linked to short- and long-range goals, as well as annual budget planning.

Work collaboratively with the District to establish clear procedures for the operation of the contract education program.

Design and implement a comprehensive plan for College-wide high-tech support services for both IBM and Macintosh computing systems, including: "smart" classrooms, CAI, multimedia systems, electronic mail and administrative access to the District mainframe computer.

Acquire and install the library automation system included in the District's five-year Management Information System automation plan, in conjunction with Evergreen Valley College.

Increase the transfer rate of SJCC students to four-year institutions, through articulation, 2+2, guaranteed transfers, honors programs and core course blocking.

Improve the community's image of San Jose City College and continue to improve the appearance and maintenance of the College's buildings and grounds.

Develop and implement instructional programs and support services that respond to the needs of the community as well as to the priorities established by the California Master Plan for Higher Education.

Develop and maintain a comprehensive articulation program with high schools and four-year institutions, business and industry, and public service agencies.

Evergreen Valley College Objectives for Goal 1: Quality/Excellence in Education

Develop an Educational Master Plan, with participation across the campus from all members of the EVC community, and present and articulate the planning procedure to the campus community.

Review the general education breadth and depth, and vocational and pre-college level offerings with clear, high standards and a commitment to student mastery of these standards.

Work cooperatively with faculty in reviewing appropriate class size and workload within the guidelines of collective bargaining procedures.

Work cooperatively with classified staff in reviewing their workload within the guidelines of collective bargaining procedures.

Update and maintain library and learning resource collections and long-term equipment replacement/acquisition; install an integrated data search/catalog/circulation system.

Develop multi-media demonstration classrooms, linked to laboratories and faculty offices to enhance student learning and teaching capabilities.

Continue to improve the quality of teaching and enhance student learning through staff development activities.

Further incorporate multicultural curriculum activities and teaching strategies across the curriculum.

Continue to maintain and augment efforts to enhance student recruitment, retention and success and provide support to individuals and groups.

Develop and maintain a balanced curriculum in general education and vocational program areas.

Continue to review and adjust enrollment management procedures to maintain the integrity of the curriculum.

Explore creative use of technology and other innovations to maximize the use of existing and planned facilities.

Plan renovation of existing facilities for new instructional approaches and needs.

Continue to update the Facilities Master Plan, approved by the Governing Board and examine future construction projects to support programs and services.

Continue to reassess curricular balance, currency and relevance to the needs of the community. Through various advisory committees, the college will identify programs to be phased out and recommend new program offerings.

Continue to develop partnerships with local business, public agencies and other educational segments to address the training needs of prospective employers and transfer institutions.

Continue to provide training of faculty, staff and administrators in curriculum development, learning assessment and new teaching techniques.

Review instructional support services, personnel and equipment needs to ensure the efficiency and effectiveness of learning outcomes.

District Office Objectives for Goal 1: Quality/Excellence in Education

The District Offices will:

Provide research in helping select optimum educational methodologies.

Monitor computerized prerequisite checking system to help insure student success.

Provide success and retention research for courses, departments, and programs.

Assist in developing a plan for integrating instructional technology into campus educational programs.

Bring new technology and courseware to the campuses through business contracts.

Provide a physical educational environment reflective of educational excellence.

Provide quality books and products at the lowest possible cost.

Develop a central facility to provide expanded instruction to business.

Seek alternative funds for new construction.

GOAL 2. The San Jose/Evergreen Community College District is committed to providing equal access and maintaining high rates of educational success for members of its community by :

Responding to the changing needs of our student population within our multi-ethnic community, using research as appropriate.

Recruiting and maintaining a student population reflective of the general community.

Providing programs to enhance retention, persistence and success of students which will assist them in meeting their educational objectives.

Providing a broad range of effective instructional, financial and personal support by all members of the campus community to meet both individual and group needs of our multi-ethnic student body.

Informing all communities within the District of the District's educational opportunities through effective recruiting, marketing and public information.

Assumptions and Trends

District population may increase by as much as 20% during the decade, will be increasingly diverse, and will encompass an increasing number of citizens aged 35-54.

Increasing numbers of high school graduates, single parents with child care needs, and women will enroll.

In 1990, the District had half of the County's total population but less than a quarter of its community college students. Two-thirds of the County's black and Hispanic populations live within the District, as well as almost a third of its foreign-born residents. The population is young (28% under age 18). Families are relatively large (3.6 persons).

The numbers of Hispanic and Asian students are expected to increase dramatically. The white population is expected to decline, and the black student population will remain constant. The state will continue to emphasize educational equity and there will be continuing efforts to recruit underrepresented individuals and groups.

The District is educationally diverse. In 1990, a quarter of adults over age 25 had less than a high school diploma; a third had an associate degree or higher. Ethnically, those with less education included whites, 21%; Hispanics, 50%; Asian/Pacific Islanders, 24%; blacks, 8%. Those with college degrees included whites, 33%; Hispanics, 12%; Asians/Pacific Islanders, 43%; blacks, 29%.

In 1989, the District population reported over $10 billion in income, with an average household income of $52,700. Eleven percent of households receive public assistance; 19% receive social security.

Approximately one in six people claims a disability. Enrollment of persons with disabilities will grow due to medical advances and implementation of the Americans with Disabilities Act.

Evaluation, follow-up research, re-entry, academic and career counseling and matriculation will become increasingly important.

San Jose City College Objectives for Goal 2: Equity in Student Access and Success

Assure that college enrollment priorities protect equity in student access.

Recruit and provide college access (with appropriate accommodations for students with disabilities) for students from underrepresented groups of service area residents, including transfer-oriented students. Hispanics, whites and persons with disabilities are currently underrepresented among SJCC's students.

Increase articulation with local high schools by coordinating curricula and facilities to augment the numbers of students flowing through the educational pipeline from the East Side Union High School District and San Jose Unified School District to San Jose City College.

Develop a more extensive orientation course or program required of all new students.

Initiate "passport," "Gateway U," "traditional honors," and targeted special programs (e.g., EOP&S, DSP&S, CARR Student Athlete, Adelante, Umoja, Re-Entry, etc.) to identify students with potential for transfer and occupational success.

Develop satellite programs at remote locations in the community to ensure educational equity.

Increase transfer and articulation efforts through strengthened relationships with high schools, San Jose State and other universities, adult schools, and ESL programs.

Evergreen Valley College Objectives for Goal 2: Equity in Student Access and Success

Revise college information documents to be more proactive in informing students of the variety of rights and policies which apply directly to them.

Re-examine and if necessary update the philosophy statement and the College's goals as published in college publications.

Consider off-campus programs and technology delivery systems to meet demands for access.

Continue to maintain and augment efforts to enhance student recruitment, retention and success. Support special programs designed to provide focused support to individuals and groups needing specialized attention such as Enlace, AFFIRM, Honors and Re-Entry.

Review priorities for registration to assure access by under-represented and under-prepared students.

Continue to provide a broad range of effective instructional, financial, and personal support by instructional faculty, counselors, and staff designed to meet the individual and group needs of our multi-ethnic community such as Enlace, AFFIRM, Honors and Re-Entry.

Maintain student recruitment efforts to reflect the composition of the general community.

Continue to research and respond to the changing needs of our multi-ethnic community and student population.

Continue to recruit and market programs to ensure that all communities are informed of the college's educational opportunities.

Increase articulation with local high schools including coordination of curriculum and facilities.

Continue to monitor Program Review information to identify areas for curriculum revision and development to meet student access, retention and success needs.

Improve registration procedures through the use of technology solutions.

Continue to improve orientation procedures for new entering students.

District Office Objectives for Goal 2: Equity in Student Access and Success

The District Offices will:

Provide program review success rates by ethnicity and gender to identify areas needing focus.

Provide campuses with success rates by section and course and by gender and ethnicity.

Provide research monitoring disproportionate impact related to assessment.

Assist in analyzing the effectiveness of culturally specific and other retention programs.

Develop a library of success and retention accountability reports accessible via computer.

GOAL 3. The San Jose/Evergreen Community College District will foster an environment leading to the development and actualization of human resources of the District by:

Enhancing sensitivity to the personal, educational, and cultural needs of individual students, faculty, staff and administrators.

Encouraging educational growth of faculty, classified staff and administrators by developing career ladders and cross training possibilities.

Providing opportunities to learn new skills and grow educationally and personally.

Continually analyzing the educational and support needs of students.

Making collegiality and mutual respect part of the college culture.

Recognizing the value in humanistic working relationships.

Assumptions and Trends

District staff need to continue to participate in community, business and local government activities.

For the District to be supportive, effective and constructive, communication among faculty, staff and administration and shared governance are necessary.

San Jose City College Objectives for Goal 3: Development of Human Resources

Reassess the entire college organizational structure with attention to shared governance, diversity, and operational efficiency. The organizational structure should provide a cohesive design and appropriate leadership.

Develop a staffing plan for SJCC which addresses instructional and service priorities, new technologies, special programs, resource development, grants, and laboratories.

Make every effort to replace part-time faculty and staff with permanent full-time employees.

Strengthen and implement hiring and evaluation policies and procedures for faculty, staff and administrators, to ensure inclusiveness, fairness and objectivity in carrying out personnel practices.

Continue to encourage and support staff development, especially in the areas of new technologies, curricular innovation, retention, transfer, and follow up, to improve the success of all students.

Refine and expand mentoring, upward mobility and leadership development programs for faculty and staff.

Support staff development opportunities that promote staff sensitivity to issues of harassment and discrimination, student diversity, and affirmative action recruitment.

Evergreen Valley College Objectives for Goal 3: Development of Human Resources

Offer staff development activities to improve the quality of teaching and learning, and enhance sensitivity to the personal, educational, and cultural needs of individual students, faculty, staff, and administrators.

Continue to participate in programs such as Mentoring and Leadership Development and to encourage the educational and professional growth of faculty, classified staff and administrators for career ladders and cross-training possibilities.

Become more pro-active in recruiting a more diverse faculty, staff and administration reflective of our student and community population through new hiring procedures.

Review the College organizational structure to enhance communication and participation of all segments in college governance activities.

Continue to provide staff training related to sexual harassment, discrimination, safety in the workplace, disaster preparedness, hazardous materials and the American Disabilities Act.

Continue to provide training related to the implementation of the updated Affirmative Action procedures for hiring part- and full-time faculty and staff.

District Office Objectives for Goal 3: Development of Human Resources

The District Offices will seek to implement:

Staff training related to:

Harassment
Discrimination
Hiring
Safety
Hazardous Materials
ADA.

Staff training for disaster preparedness.

Student-oriented staff development for:

Bookstore
District Police
Other student-centered offices.

Publicize the District's diversity/affirmative action plan.

Provide staff in public areas with cultural awareness training. Examples include:

Bookstore
District Police.

Provide each of its department's staff with:

Staff development training

Outside training opportunities
Encouragement to increase their education
Updated skills to keep pace with technology.

Policies related to sexual harassment.

GOAL 4. The San Jose/Evergreen Community College District will provide coordinated planning and scheduling to maximize the efficient use of student and staff time and will provide adequate facilities, equipment and technology relevant to the modern world of work and conducive to excellence in education by:

Scheduling courses and programs to maximize faculty and student time.

Scheduling support staff to maximize service to students.

Developing programs and courses which most efficiently allow students to reach their educational goals.

Providing facilities to accommodate physical access needs of students.

Conducting systematic program evaluation, curriculum review and long range planning.

Providing facilities that properly accommodate the District's programs and services, while aesthetically enhancing the college environment.

Pursuing alternative sites and instructional delivery systems which respond to the calendars, time, travel, social and personal needs of community members.

Utilizing technology, facilities and resources in the community as well as on campus.

Assumptions and Trends

As the District population increases, demand for space at EVC and SJCC will outstrip supply.

Increasingly single-parent students will require child care facilities.

District facilities will need to be re-examined as buildings age and new programs are developed. San Jose City College increasingly will require maintenance and repair. Competition for adequate state funding for new construction will be intense during coming years.

Construction of new facilities, such as the Evergreen Valley College athletic facilities and a San Jose City College Learning Resource Center, will produce a corresponding increase in the need for maintenance and grounds personnel.

The use of satellite locations in the community will be an option for future expansion.

State limitations on enrollment growth and AB 1725 will require more accurate methods of forecasting enrollments and staffing needs.

To insure adequate operational and facilities funding, efforts to influence State policy will be necessary.

The District must monitor internal and external conditions that may affect local planning and development.

Facilities planning will become more complex as new federal, state, and local laws regulating safety and the environment are enacted.

Planning for replacement and upgrading of high technology equipment will be critical.

In planning for the future, the District needs to integrate the use of technology into its programs, develop links with business and industry, develop pilot projects demonstrating the use of technology, improve and expand present telecommunications activities, and continue to develop recommendations for changes in technology.

Automated purchasing systems can make the District's purchasing more efficient. There will be increased emphasis on outcomes assessment. Data Processing will face a growing demand for data required for accountability reporting, grants and planning.

San Jose City College Objectives for Goal 4: Efficiency

Improve coordination and management of academic and administrative computing at SJCC.

Implement recommendations for enrollment management and more efficient use of personnel, physical resources and facilities as described in the Educational Facilities Master Plan.

Improve District managed systems that affect operations at SJCC (e.g., budget, purchasing, accounting, data processing, reprographics, etc.).

Evergreen Valley College Objectives for Goal 4: Efficiency

Seek or redirect financial resources for additional staff to implement the discipline-based model of organization.

Evaluate the perceptions of fragmentation and lack of direction expressed by some of the student services personnel; examine the complexity of job responsibilities, efficiency and effective service delivery.

Within the review of the organizational structure of the college, the positions of Center Chair will be reviewed and clarified.

Install an integrated data search/catalog/circulation system for the library.

Continue to work within the administrative structure in fulfilling its responsibility for operating the College.

Review the College's shared governance process and seek its affirmation by the Governing Board.

Work with the District Office to examine the procedures and policies for staffing, purchasing, data processing personnel, and duplicating services.

Explore four-semester scheduling of courses and program planning to maximize the use of facilities, assist faculty in planning their instructional programs and help students meet their educational goals.

Review scheduling, housing, equipping, supporting and staffing of instructional laboratories to maximize service to students and utilization of limited resources.

Operational the wide-area network to facilitate data transfer, electronic mail, information sharing, grant writing, curriculum management and budget development and monitoring systems.

Develop "what if" planning models for FTES/CAP management, WSCH profiles, cost-to-revenue analysis and budget distribution models between the two colleges and the District Office.

Develop image processing for the more effective storage and retrieval of records.

District Office Objectives for Goal 4: Efficiency

The District Offices will seek to implement:

An automated library system.

A computerized database related to hazardous materials.

A computerized wide area network to facilitate:

Data transfer
Electronic mail
Information sharing
Grant writing
Curriculum management
Campus-based budgeting.

A computerized District-wide curriculum database.

Computerized access to a library of accountability research including:

WSCH profiles
Longitudinal tracking
Success and retention by section and course
Changes in success over time by section and course
Program review.

Greater computerized efficiency in:

Bookstore
Business Operations
Purchasing/Warehouse.

Data processing consultation to the campuses related to:

Equipment, software, and strategies for managing information
Integrating information systems to avoid duplication of effort
Training and consultation in the use of information systems.

Computerized degree checking.

Computerized educational plans.

Assistance in developing the integration of new technologies in:

Communications	Basic Skills
Computer-Assisted Instruction	Business and Industry Education
Instructional TV	Multimedia Instruction

A computerized District Wide Area Network/Network Management System.

A relational database for administrative data processing.

Develop computerized image processing capability.

GOAL 5. The San Jose/Evergreen Community College District will achieve equity in employment by:

Maintaining a commitment to an active, effective program of affirmative action and equal opportunity in employment which is responsive to community demographics and student needs.

Conducting an ongoing analysis of the composition of the community and of the special needs of the District's students for support, role models, mentors and other assistance.

Assumptions and Trends

The aging of the District's staff will result in many tenured faculty members retiring each year during the 1990s.

District hiring policies will continue to stress affirmative action and diversity. Eventually, the faculty and staff will mirror the demographic characteristics of the community's adult population.

Higher enrollments may increase the need for District police personnel; the increasing diversity of students will mandate that the officers exhibit cultural sensitivity.

Minority work force statewide and locally will increase.

ADA legislation could mean more disabled people will seek employment.

Qualified minority faculty/managers will be difficult to recruit.

As District minority enrollment increases, so too will the need for role models.

Faculty hires over the past five years have been approximately 50% women, 30% minorities.

Classified hires over the past five years have been approximately 35% minorities.

San Jose City College Objectives for Goal 5: Equity in Employment

Strengthen employee recruitment and hiring by implementing the District's comprehensive affirmative action plan to make the staff of the College more representative of the population diversity in Santa Clara County.

Increase the diversity of the applicant pool for each open position and advertise positions far enough in advance to attract applicants who are members of underrepresented groups.

Provide ongoing training for screening committee members in diversity/affirmative action policies and procedures.

Continue to recruit women, ethnic minorities, and persons with disabilities for faculty, classified staff, and administrative positions.

Evergreen Valley College Objectives for Goal 5: Equity in Employment

Conduct an ongoing analysis of the composition of the community and of the special needs of students for support, role models, mentors, and other assistance.

Continue to monitor the College's progress in meeting affirmative action and equal opportunity employment goals to respond to community demographics and student needs.

Continue pro-active recruitment activities to achieve a more diverse full- and part-time faculty, staff and administration reflective of our student and community population.

Continue and augment the educational and professional growth of faculty, classified staff and administrators by developing career ladders and cross-training possibilities through such programs as Faculty Diversity and Leadership Through Diversity.

District Office Objectives for Goal 5: Equity in Employment

The District Offices will implement:

A strong affirmative action policy.

Pro-active plans for hiring both full- and part-time faculty and staff.

Profiles of hiring practices to monitor affirmative action.

Program review procedures, including a review of hiring practices.

An annual board presentation related to hiring.

A computerized system to monitor all hiring including:

Part-time
Full-time
Link to payroll
Automatic update of:
full-time/part-time ratios
affirmative action profiles
50% Law.

A system for monitoring hiring sources nationwide for affirmative action candidates.

GOAL 6. The San Jose/Evergreen Community College District is committed to maintaining a stable financial base for the District, through:

Master planning for educational objectives.

Master planning for classified, faculty and administrative staffing.

Master planning for equipment and physical facilities.

Establishing a database to provide fiscal information to the campus communities necessary for critical decision making in a timely manner.

Seeking alternative funding sources for District programs.

Assumptions and Trends

California's economic difficulties will result in continued pressures on State policy makers to increase community college student fees.

District revenues will be limited, increasing only two to four percent annually.

Alternative funding will be needed to replace funds from sale of Milpitas site which will expire.

The District will pursue alternative funding sources to maximize revenue generation, possibly including public/private partnerships and real estate asset management.

Funding for new and replacement equipment will be reduced from 1992-1995.

Santa Clara County can expect a one percent growth rate in jobs during the 1990s. Two-thirds of this gain will be in the service sector. Manufacturing jobs will decrease, possibly hurting the local economy.

There will be a labor shortage by the end of the decade, as more workers leave than enter the job market.

The changing labor market may mean students may re-enter college several times during their careers to gain new skills. Older students can also be expected to return two or three times to improve skills or retrain for new careers. Seventy percent of the work force for the year 2000 are already working and must be retrained to keep abreast of technological change.

Bookstore revenues will increase as enrollments increase.

San Jose City College Objectives for Goal 6: Fiscal Stability

Develop and implement a long-range plan to fund the support, repair and maintenance of all equipment.

Develop a budget priority plan that will anticipate significant loss of state revenue for the next three years, and minimize the use of one-time resources wherever possible for continuous expenditures at San Jose City College.

Clarify the role and procedures for acquiring and receiving resources from the District Foundation, San Jose City College Trust and the contract education program so that these areas will be more effective in their fund-raising efforts when compared with the current level of support.

Pursue new sources of funding for instruction, student services, instructional equipment and facilities through grants, donations, business and industry, redevelopment, foundations, trusts, and the community at large.

Increase membership in SJCC'S Alumni Association to augment fund-raising through the District's Foundation.

Continue to seek funding for new facilities from the state and other sources.

Work with the District to follow the recommendation of Deloitte and Touche (the District auditors) by developing a long range plan to set aside $1.3 million per year for the next 30 years to deal with the District's unfunded medical insurance liability.

Pursue aggressive resource development efforts, including new state, federal and private grants and renewal of existing grants (e.g., Title III), and increase efforts to obtain equipment and other donations from business and industry.

Evergreen Valley College Objectives for Goal 6: Fiscal Stability

Continue to provide broad-based budget planning process training for college segments.

Develop computerized planning models in cooperation with the District to improve access and analysis of information to be used more effectively during the decision making processes. Information must be accessible to the college community for review and analysis via such technology delivery systems.

Continue FTES/CAP Management activities to ensure full funding for programs and services.

Develop "what if" planning models for FTES/CAP management, WSCH profiles, cost-to-revenue analysis and budget distribution models between the two colleges and the District Office.

Continue to evaluate program reviews to insure program efficiency and effectiveness.

Explore alternative, technology based, instructional delivery systems to increase access and contain costs.

Continue to explore partnerships with feeder high schools, colleges and universities and local business to leverage available resources and to insure the integrity of programs and services.

District Office Objectives for Goal 6: Fiscal Stability

The District Offices will seek to implement:

A computerized campus-based budget building process.

Assistance with campus grant writing efforts.

A WSCH/FTE-based planning and forecasting system.

Contracting with business and industry, bringing to the District:

Modern technology
Equipment
Income
Updated curriculum
Staff development opportunities.

An aggressive water and energy conservation plan.

Developing remote educational sites using:

Advanced technology
Computer-assisted instruction
Instructional TV.

Pursuing long-term alternative funding including:

Redevelopment funds
Industrial grants
Large donations
Trust development.

ACKNOWLEDGEMENTS

SAN JOSE/EVERGREEN COMMUNITY COLLEGE DISTRICT GOVERNING BOARD

Charles R. Blackmore
Tony Estremera
Sue Harford Ferdig
Maria Fuentes
George Melendez
Richard K. Tanaka
Ken Yeager

CHANCELLOR

Ronald A. Kong

EVERGREEN VALLEY COLLEGE

Ernest Berg, INTERIM PRESIDENT
Shirley Andre
Vicki Atherton
Robert Brown
Linda Carbajal
Vicki Colla
Anita Collins
Evonne Davenport
Doris DeCecco
Margaret Dieppa
Pam Falcone-Horita
Ken Fawson
Ed Ferner
Ron Fischer
Michele Fuqua
Ron Havner
RoseAnna Higashi
Lorraine Hultquist
Bobbie Kawazoe
John Lybarger
Andy McFarlin
Frances Nakashoji
Lee Papkoff
Paul Preising
Ed Ramirez
Pat Salazar-Robbins
Shirley Sloan
Louise Waltrip
Janice Wheeler
Ron Woods

SAN JOSE CITY COLLEGE

Del M. Anderson, PRESIDENT
Percy Carr
Richard Casey
Douglas Cortney
Darlene Dias
Russ Fischer
Zeke Garcia
Lynn Gulkin
Sharon Herndon
Martha Kanter
Jimmylee Listenbee
Diane McAfee
Bennie Nickel
Greg Ohanneson
Jonny Underwood

DISTRICT-WIDE COORDINATION

Jon Alan Kangas
District Dean of Academic Standards

Graphics Design: Steve Yamaguma & Associates
Photography: